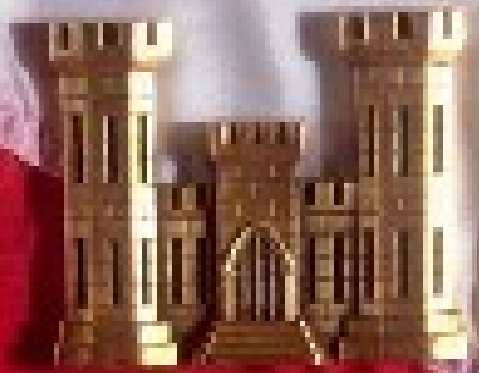
Presentation
To The

Army Performance Excellence Award Examiners



By

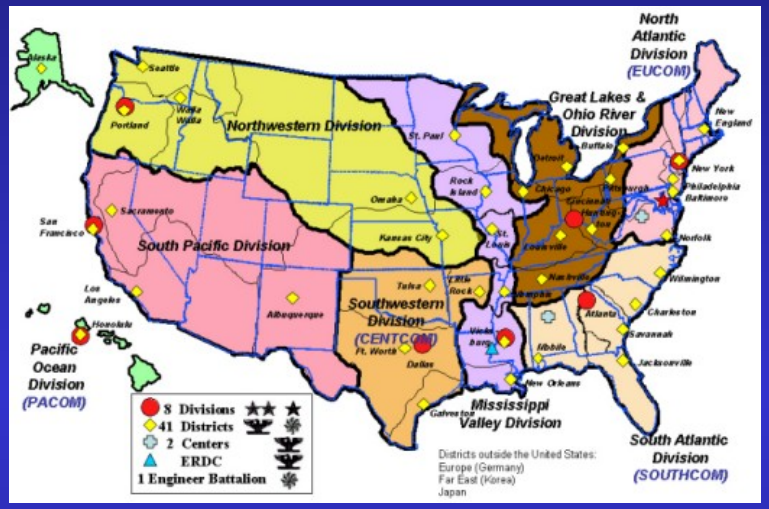
Colonel Duane Gapinski, P.E.

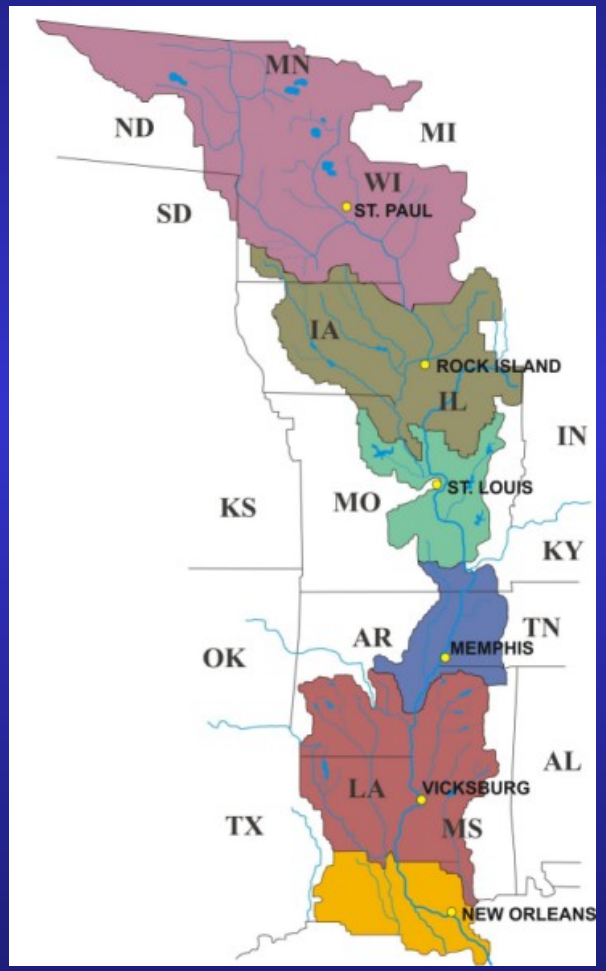
Commander, Rock Island District

January 31, 2005

US Army Corps of Engineers®

Mississippi Valley Division





- **Six Districts**
- **5,000+ Employees**
- **370,000 Square Mile Boundary, Encompassing All Or Parts Of 12 States**
- **4,267 Miles Of Commercial Waterways**
- **44 Flood Control Lakes/Reservoirs**

US Army Corps of Engineers®

Rock Island District

- Primarily a Civil Works District
- 78,000 Square Miles
- Portions of 5 States
- Operate 582 Miles of 9-Foot Navigation Channel
- 20 Locks and Dams
- 2nd Longest Navigation Channel of Any Corps District
- 2nd Largest Number of Locks of Any Corps District

US Army Corps of Engineers®

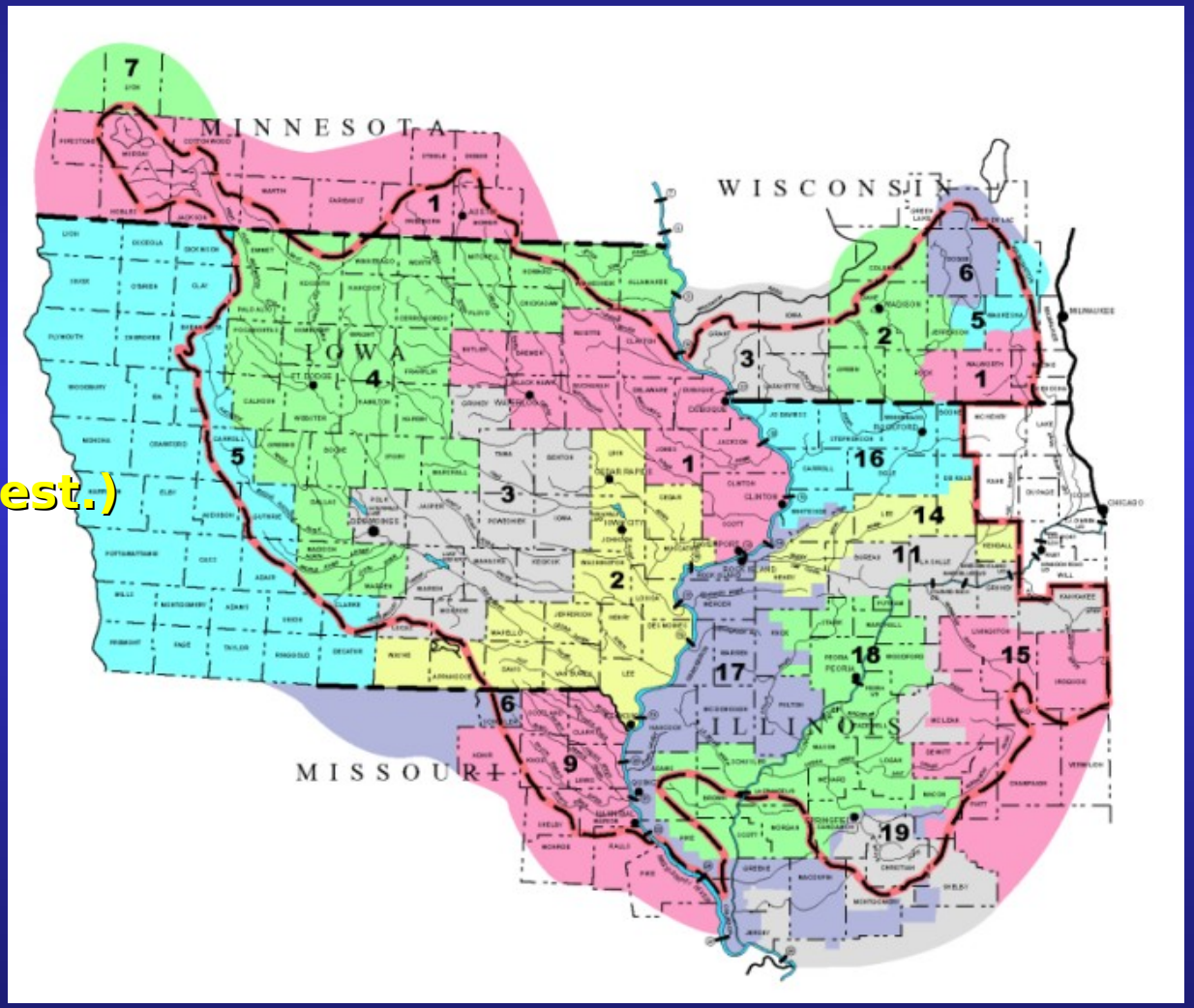
Arsenal Island

One Corps Serving the Armed Forces and the Nation

US Army Corps of Engineers®

Congressional Representation

- 10 Senators
- 21 Representatives
- 6.3 Mil. Population (est.)



US Army Corps of Engineers®

Purpose & Mission

Purpose: Capable of responding to the Nation's needs during peace and war.

Mission: The Rock Island District applies our expertise for navigation, flood control, environmental stewardship, emergency response, and operation and facilities and public lands in order to add value to our Nation.

US Army Corps of Engineers®

Our People

- 400-plus @ Clock Tower and Locks & Dam 15

- 912 Authorized
- Average Age – 42.8
- Advanced Degrees (Bachelors & Above) 256
- Grade Structure –

4	GS-15
9	GS-14
40	GS-13
100	GS-12
189	GS-11

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Our People

- Remainder @ 27 Field Sites

- 450 Wage Grade
- Wage-Grade Structure
  - 1 WS-13
  - 1 WS-12
  - 1 WS-11
  - 39 WS/WA-10

US Army Corps of Engineers®

Our People

Employees Deployed to Support GWOT

US Army Corps of Engineers®

Incentive Awards Program

- Incentive Award Committee Meets Monthly to Review Incentive Award Nominations to Include Suggestion Program Submissions and Awards
- Annual Award Ceremony in Conjunction With Corps Day
  - Employee of the Year Awards (3 Categories)
  - EEO Champion of the Year Award
  - Suggester of the Year Award
  - Leadership Program Graduation Recognition
  - Honorary Awards
  - Length of Service Awards
  - District Team Awards
- Monthly District-wide DE Commander Award (Employee of the Month) Presentations
- Periodic District-wide Honorary Award, Commander Coin, and MVR Lapel Pin Presentations by the DE
- National Level Competition: WCIGT, NSPE FEY, PDT of Year, etc.

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Community Involvement

- The Adopt-A-River Mile Program
- The Communicate with a Professional Website
- Environmental Education, Volunteer, and Visitor Center Programs
- The Hot Topics E-mail List
- Job Shadow Experiences
- Junior Achievement
- Speakers Bureau
- Participation in the MDA Te
- Bi-Annual Blood Drives
- Backpacks for Baghdad

US Army Corps of Engineers®

Awards

- **Best Campground – 2003, Howell Station Campground, Lake Red Rock**
  Marion County Development Commission
- **Bronze Lincoln Award for Commitment to Excellence -- 2002**
  Lincoln Foundation for Excellence
- **Emerald Award**
  Junior Achievement Corporate Tiered Giving
- **Exemplary Performance - Hurricane Lili - Oct 2002**
  Rock Island District Ice Planning Response Team
  Mississippi Valley Division
- **Highest Average Gift – 2002 & 2004**
  Combined Federal Campaign
- **Mississippi Valley Division Outstanding Planning Achievement Award -- 2002**
- **Mississippi Valley Partnering Award -- 2002**
  Mississippi Valley Division - Associated General Contractors

US Army Corps of Engineers®

Key Products/Services Currently in Production

Plan Design Deliver	Navigation Study, Environmental Management Program, Infrastructure Rehabilitation, Illinois River Basin Restoration
Operate Maintain	Channel Maintenance, Lock and Dam O&M, Reservoir O&M
Emergency Response	Levee Inspection, Emergency Operations, Support to GWOT
Regulatory Permits	404 Permits, Section 10 Permit

US Army Corps of Engineers®

Key Customers & Their Requirements

Value Process	Products & Services	Current Competitors	Key Customers	Customer Requirements
Operate & Maintain Facilities	Navigation Facilities and Services	Private Industry	Commercial Barge Owners	Efficient Passage Through Lock
		Other District	Commerical Passenger Vessels	Courteous Passage thru Lock
		DOT (Fed and State)	Recreational Vessels	No Wait Time
		Other forms of transportation		
	Recreational Facilities and Services	Counties	Campers	Clean Facilities
				Facilities Available when desired
		States	Day Users	Value for their dollar
		DOI, NPS, USFS		
		Private Campgrounds		
	Regulatory Services	None currently	Applicants	Timely Response
			General Public	Accurate Response
			Local, State & Federal Entities	Accurate Response

US Army Corps of Engineers®

Key Customers & Their Requirements

Value Process	Products & Services	Current Competitors	Key Customers	Customer Requirements
Plan, Design & Deliver	Flood Control Facilities & Services	FEMA	State and Local Goverments	Service Cost Respond to Requests Work Quality Inform of Changes Flexibility Timeliness
		NRCS	Leeve Districts	
		States	Private Land Owners	
		Private Industry	Flood Plain Residents	
	Environmental Stewardship Facilities and Services	Other Federal Agencies	Army	
			EPA, USFWS, USDA	
			State Agencies	
			Cities	
			Non-Gov Organizations	
	Water Resource Planning Services	Other Districts	Federal Agencies	
		Other Agencies	State & Local Entities	
		Private Industry		
	Information	Other Districts	River Industry	
		Private Industry	Media	
			Recreation Users	
			General Public	

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Key Customers & Their Requirements

Value Process	Products & Services	Current Competitors	Key Customers	Customer Requirements
Respond to Emgerencies	Emgergency Operations	FEMA	Leeve Owners	No Cost Supplies
		BOR	Emergency Responders	Efficient Disaster Response Plans
	Human Resources to support GWOT	NRCS	Army	Timeliness

US Army Corps of Engineers®

Leadership

- **Executive Steering Board Develops and Monitors Execution of Strategic Plan**
  - **Tactical – Weekly Staff Meetings, Bi-weekly ESB Meetings**
  - **Operational – Information Is Communicated to the Workforce Through**
    - **Chartered Teams**
    - **Management Forums (Staff Meeting)**
    - **Business Forums (PRB, COBRA)**
    - **Human Resource Forums (HR Review, Labor/Management)**
    - **Functional Offices/Cops**
  - **Strategic – Bi-weekly Meetings, Quarterly Workshops**

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Strategic Planning Process

- **Bi-Monthly ESB meetings**
- **Quarterly Workshops**
  - **1st Q Establish Strategic Goals**
  - **2nd Q Develop Charters, Baldrige Training**
  - **3rd Q Refine Team Charters**
  - **4th Q Review Performance Foundation, AAR on Strategic Planning Process**

The Rock Island District Strategic Plan

US Army Corps of Engineers®

Goal 1- Improve Two-way Communications at All Levels Within the District.

Goal 1's Intent: The Team Will Deliver a Communications Plan to the ESB That Includes:

- **Strategies to Improve Two-way Communication Within the Rock Island District**
- **Who Owns Each Strategy**
- **How and When Each Strategy Will Be Accomplished**
- **And Who and How Each Strategy Will Be Monitored.**

In Addition, the Team Will Research Suggested Communication Topics That Should Be Addressed.

The Communications Plan Will Also Include the Transition Plan to Transfer Ownership of Each Strategy From the Goal Team to Others.

The Team Will Be Done When the Employee Climate Survey Indicates That Communications Have Improved.

The Rock Island District Strategic Plan

US Army Corps of Engineers®

Goal 2- Improve District's Cost Effectiveness by Refining Consolidated Departmental Overhead Practices.

Goal 2's Intent: The Team Will Deliver a Recommended Strategy for Improving the Management of the CDO. The Strategy Will Include:

- **Recommended Changes to Charging (Labor and Non-labor) Practices,**
- **An Updated CDO Committee Charter,**
- **A Systematic Process to Manage CDO and**

The Process Should Improve District Understanding and Deployment of Information About How the CDO Rate Is Developed, Who Participates, What Charges Are Made, How the Analysis Is Done.

This Team Will Be Considered Successful When the District Has a Systematic CDO Process That Is Consistent Across Divisions and Applies the Best Possible Business Practices.

The Rock Island District Strategic Plan

US Army Corps of Engineers®

Goal 3 - Better Serve the Nation's Water Resource Needs by Discussing Our Capabilities, Responsibilities, and Authorities With Federal, State, and Local Officials.

Goal 3's Intent: This Team Will Create a Systematic Process for Identifying:

- **Those Who We Should Be Making Presentations To**
- **Who Is Making the Presentations**
- **A Way to Measure and Monitor the Success of Those Presentations**
- **And Refine the Current Presentations That Are Made to Best Serve Each Audience.**

The Team Will Be Successful When There Is a "Presentation Effectiveness" Metric on the District Scorecard That Is Routinely Collecting Data and Demonstrates Improvement.

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Our Current Communications Process

Media

- **Strategic Websites**
- **Strategic Communications Plans**
- **Real-Time News Releases Via E-mail and Internet**
- **Direct Phone Calls from PAO To Major Media Outlets on High Visibility Issues**
- **Personal Contact to Reporters by PAO to Correct Errors in Fact**
- **Media Events**
- **Invitations to Corps Ceremonies and Special Events**
- **Annual E-mail Updates on Point of Contact Information**

Congress

- **Bi-annual Visits to Washington D.C. (Congress, State Liaisons, USACE)**
- **Annual Briefing Opportunities with Local Congressional Staff**
- **Letters and Phone Calls on Issues of Concern**
- **Pre-notification on High Visibility Issues**

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Our Current Communications Process

Partners

- Yearly Budget Briefings to State Officials
- Roundtable Discussions with Public Officials
- Public Meetings on Issues of Interest
- SAME/CECI Presentations
- Speakers Bureau Activities

Employees

- Town Halls
- Commander Brown Bag Luncheons
- Articles in the District News Magazine
- E-mails
- Video Screens/In-house Television Network

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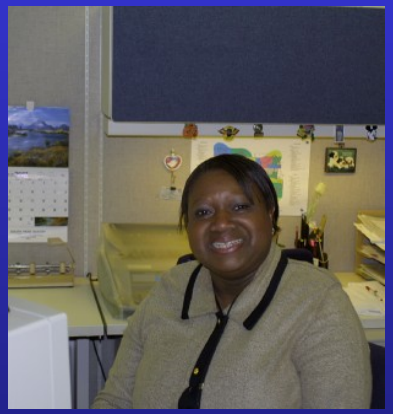
Conclusion



One Corps Serving the Armed Forces and the Nation